

PUBLIC SAFETY SERVICES
OFFICE OF MANAGEMENT AND FINANCE
STRATEGIC PLAN
FY 2020-2021 THROUGH FY 2024-2025

VISION

Through the provision of leadership and support services, the Department will provide the people of Louisiana with the highest possible level of public safety.

MISSION

To provide effective management and support services in an efficient and professional manner to all agencies within Public Safety Services and to public and private entities.

PHILOSOPHY

The Department of Public Safety will continue to focus on public safety policies that increase safety for the citizens of Louisiana. The Department and its agencies will be accountable for public safety dollars that the state spends and will strive to implement proven, cost-effective policies and programs directed toward improving public safety outcomes.

GOALS

- I. To promote efficient, effective, results-oriented services that will enhance the general management of the Department.

OBJECTIVE I.1: To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2025.

STRATEGY I.1.1 Develop and present short-range and long-range financial plans, documents, and instruments to facilitate decision-making within the Department, in accordance with constitutional and statutory requirements and deadlines.

STRATEGY I.1.2 Monitor compliance with agency objectives.

STRATEGY I.1.3 Budget Services will submit annual Budget Requests in a timely manner, reflecting the goals and priorities of all DPS agencies.

PERFORMANCE INDICATORS:

Outcome: Percentage of annual audit plan achieved
Percentage of deposits classified (recorded in the general ledger) within two weeks of receipt
Percentage of preventative maintenance plan completed

OBJECTIVE I.2: To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2025.

STRATEGY I.2.1 Conduct training on defensive driving, blood borne pathogens, drug-free workplace, and sexual harassment.

STRATEGY I.2.2 Pass 100% of the State Loss Prevention audit.

PERFORMANCE INDICATORS:

Input: Number of employees in the department
Output: Number of department employees receiving safety-related training in the workplace
Outcome: Percentage of department employees successfully completing safety-related training

OBJECTIVE I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.

- STRATEGY I.3.1 Foster a culture of respect, professionalism, and creative problem solving.
- STRATEGY I.3.2 Provide strong leadership and mentoring to subordinates to enhance trust and create collaborative opportunities.
- STRATEGY I.3.3 Maintain a highly trained and competent staff.
- STRATEGY I.3.4 Ensure equality of workload among staff members.

PERFORMANCE INDICATORS:

Input: Number of Human Resources employees

Output: Number of employees cross-trained by alternating assignments
Number of status reports on employee relations, performance management, separation of service, hiring, and payroll completed quarterly
Number of customer complaints

Outcome: Turnover rate
Percentage of employees cross-trained by alternating assignments

OBJECTIVE I.4: The Financial Services section will ensure that all disbursements are made within 14 days of receipt of the final invoice through June 30, 2025.

- STRATEGY I.4.1 Identify and implement opportunities that will fully utilize electronic funds transfer capability.
- STRATEGY I.4.2 Receive invoices sent to field offices within two weeks of invoice date and make the disbursement within 30 days.
- STRATEGY I.4.3 Review and update policies on accounts payable and communicate them to the field offices.

PERFORMANCE INDICATORS:

Input: Number of collection notices received for invoices past due

Outcome: Percentage of disbursements made with 14 days of invoice date

**OFFICE OF MANAGEMENT & FINANCE
STRATEGIC PLAN
FY 2020-2021 through 2024-2025
APPENDIX**

1. The principal clients of the Office of Management & Finance are the agencies within Public Safety Services, as well as DPS employees. We provide services in the areas of human resources, information services, accounting, budget, procurement, grants and contract management, management and program analysis, planning, record retention, safety, and buildings and grounds maintenance. We also provide information services for other state agencies, local law enforcement, and the Division of Administration. Other clients include the public, federal and local government, the insurance industry, financial institutions, regulatory bodies, and vendors.
2. Potential external factors that are beyond our control that could significantly affect the achievement of our goals and objectives are: limited resources, legislative mandates, and budget allocations to any one of the agencies we support.
3. The statutory requirement for the Office of Management & Finance is R.S. 32:406.
4. Stated objectives and strategies were developed primarily by internal/external assessments, mandatory process priorities, master plans, and legislative review and input of proposed plan.
5. Primary beneficiaries of this plan are the agencies we support and the citizens of Louisiana. This plan allows us to provide systems and services that will enable us to make, without bias and based on merit, quality decisions regarding hiring, training, and retraining of skilled and capable individuals who are essential to providing cost-effective, quality customer services.
6. No true duplication of effort has been identified within the Office of Management and Finance.
7. See attached Performance Indicator Documentation Sheets.
8. All performance indicators will be used to evaluate service provided to budget units we support, streamline processes, analyze cost/benefit, and steer future planning of the Department. See attached Performance Indicator Documentation Sheets.
9. All data used in preparing this Strategic Plan will be preserved and maintained for a period of at least three years, or longer if required by record retention laws.
10. Human Resource Policies Beneficial to Women and Families: Public Safety Services grants flexible work schedules, when possible, to accommodate employees with child care or other family issues. The Department has an Employee Assistance Program which provides information and guidance for employees and/or family members. In accordance with Federal Law, the Department supports the Family and Medical Leave Law Act and upholds practices within those guidelines, supporting employees and families.

Performance Indicator Documentation

Program: Management and Finance
Objective I.1: To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2025.
Indicator Name: Percentage of annual audit plan achieved
Indicator LaPAS PI Code: 23520

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Track achievement of Annual Audit Plan
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Annually
 - Reporting: On demand
7. **Calculation Methodology:** Standard percentage – Number of internal audits performed divided by those planned in the Annual Audit Plan
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Susan Demouy, Internal Audit Director
 - Phone: 225-925-6515
 - Email: susan.demouy@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.1: To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2025.
Indicator Name: Percentage of deposits classified (recorded in the general ledger) within two weeks of receipt
Indicator LaPAS PI Code: 23523

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Monitor the deposit timeline to ensure compliance with cash management policies
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Quarterly
 - Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of deposits classified within two weeks of receipt divided by total number of deposits
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Scott Erwin, Financial Services Director
 - Phone: 225-925-7981
 - Email: scott.erwin@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.1: To ensure that 100% of the Department's goals and objectives are achieved through June 30, 2025.
Indicator Name: Percentage of preventative maintenance plan completed
Indicator LaPAS PI Code: 23524

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Track the completion of the preventative maintenance plan
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Quarterly
 - Reporting: Quarterly
7. **Calculation Methodology:** Standard percentage – Number of plan items completed divided by total number of plan items
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Mike Sager, Facility Services
 - Phone: 225-925-6037
 - Email: mike.sager@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.2: To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2025.
Indicator: Number of employees in the department
Indicator LaPAS PI Code: New

1. **Type and Level:** Input; Supporting
2. **Rationale, Relevance, Reliability:** Maintain a safe and violence-free workplace and enhance the departmental work climate.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal spreadsheet
 - Collection: Fiscal Year end
 - Reporting: Fiscal Year end
7. **Calculation Methodology:** Number of employees in Department.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name: Undersecretary's Office
 - Phone: 225-925-6032
 - Email: undersec@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.2: To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2025.
Indicator: Number of department employees receiving safety-related training in the workplace
Indicator LaPAS PI Code: New

1. **Type and Level:** Output; Supporting
2. **Rationale, Relevance, Reliability:** Maintain a safe and violence-free workplace and enhance the departmental work climate.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal spreadsheet
 - Collection: Fiscal Year end
 - Reporting: Fiscal Year end
7. **Calculation Methodology:** Number of employees receiving safety training.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Jim Mitchell, Administrative Program Director
 - Phone: 225-922-2842
 - Email: jim.mitchell@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.2: To provide ongoing training to 100% of all DPS employees in regards to maintaining a safe and violence-free workplace through June 30, 2025.
Indicator: Percentage of department employees successfully completing safety-related training
Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome; Key
2. **Rationale, Relevance, Reliability:** Maintain a safe and violence-free workplace and enhance the departmental work climate.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal spreadsheet
 - Collection: Fiscal Year end
 - Reporting: Fiscal Year end
7. **Calculation Methodology:** Number of employees successfully completing training divided by the total number of employees
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Jim Mitchell, Administrative Program Director
 - Phone: 225-922-2842
 - Email: jim.mitchell@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.
Indicator: Number of Human Resources employees
Indicator LaPAS PI Code: New

1. **Type and Level:** Input; Supporting
2. **Rationale, Relevance, Reliability:** Measure the number of Human Resources employees
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Fiscal Year end
 - Reporting: On demand
7. **Calculation Methodology:** Total number of Human Resources employees
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Ginger Krieg, Human Resources Director
 - Phone: 225-925-6067
 - Email: Ginger.Krieg@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.
Indicator: Number of employees cross-trained by alternating assignments
Indicator LaPAS PI Code: New

1. **Type and Level:** Output; Supporting
2. **Rationale, Relevance, Reliability:** Measure the number of cross-trained employees
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
Source: Internal
Collection: Annually
Reporting: On demand
7. **Calculation Methodology:** Standard calculation
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
Name/Title: Ginger Krieg, Human Resources Director
Phone: 225-925-6067
Email: Ginger.Krieg@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.
Indicator: Number of status reports on employee relations, performance management, separation of service, hiring, and payroll completed quarterly
Indicator LaPAS PI Code: New

1. **Type and Level:** Output; Supporting
2. **Rationale, Relevance, Reliability:** Track the number of status reports done quarterly
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Quarterly
 - Reporting: On demand
7. **Calculation Methodology:** Standard calculation
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Ginger Krieg, Human Resources Director
 - Phone: 225-925-6067
 - Email: Ginger.Krieg@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.
Indicator: Number of customer complaints
Indicator LaPAS PI Code: New

1. **Type and Level:** Output; Supporting
2. **Rationale, Relevance, Reliability:** Track customer complaints
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Annually
 - Reporting: On demand
7. **Calculation Methodology:** Standard calculation
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Ginger Krieg, Human Resources Director
 - Phone: 225-925-6067
 - Email: Ginger.Krieg@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.
Indicator: Turnover rate
Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome; Supporting
2. **Rationale, Relevance, Reliability:** Track and understand attrition patterns.
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Annually
 - Reporting: Annually
7. **Calculation Methodology:** Standard calculation – total number of employees who leave the agency divided by the total number of employees.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Ginger Krieg, Human Resources Director
 - Phone: 225-925-6067
 - Email: Ginger.Krieg@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.3: The Human Resources section will cross train 100% of its employees to maintain the highest level of service through June 30, 2025.
Indicator: Percentage of employees cross-trained by alternating assignments
Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome; Supporting
2. **Rationale, Relevance, Reliability:** Track and understand attrition patterns.
3. **Use:** Will be used for internal management.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
 - Source: Internal
 - Collection: Annually
 - Reporting: Annually
7. **Calculation Methodology:** Standard calculation – total number of cross-trained employees divided by total number of Human Resources employees
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Ginger Krieg, Human Resources Director
 - Phone: 225-925-6067
 - Email: Ginger.Krieg@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.4: The Financial Services section will ensure that all disbursements are made within 14 days of receipt of the final invoice through June 30, 2025.
Indicator: Number of collection notices received for invoices past due.
Indicator LaPAS PI Code: New

1. **Type and Level:** Input; Supporting
2. **Rationale, Relevance, Reliability:** Monitor the timeliness of the payment to vendors for invoices submitted to ensure that there are no additional costs related to the expenditure.
3. **Use:** This indicator will be used for internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** There are no issues with accuracy, maintenance, or support.
6. **Data Source, Collection and Reporting:**
Source: Internal Business Objects Report
Collection: Monthly
Reporting: Monthly
7. **Calculation Methodology:** Utilizing the Business Objects report, take the date the invoice was paid less the date of the invoice to determine those greater than 14 days.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
Name/Title: Scott Erwin; Financial Services Director
Phone: 225-925-7981
Email: scott.erwin@la.gov

Performance Indicator Documentation

Program: Management and Finance
Objective I.4: The Financial Services section will ensure that all disbursements are made within 14 days of receipt of the final invoice through June 30, 2025.
Indicator: Percentage of disbursements made within 14 days of invoice date.
Indicator LaPAS PI Code: New

1. **Type and Level:** Outcome; Supporting
2. **Rationale, Relevance, Reliability:** Monitor the timeliness of the payment to vendors for invoices submitted to ensure that there are no additional costs related to the expenditure.
3. **Use:** This indicator will be used for both internal management purposes.
4. **Clarity:** The indicator name clearly identifies what is being measured.
5. **Accuracy, Maintenance, and Support:** This indicator has been audited by the Legislative Auditor.
6. **Data Source, Collection and Reporting:**
 - Source: Internal Business Objects report
 - Collection: Fiscal Year end
 - Reporting: Fiscal Year end
7. **Calculation Methodology:** Utilizing the Business Objects report, take the date the invoice was paid less the date of the invoice to determine those greater than 14 days.
8. **Scope:** Aggregate
9. **Caveats:** N/A
10. **Responsible Person:**
 - Name/Title: Scott Erwin; Financial Services Director
 - Phone: 225-925-7981
 - Email: scott.erwin@la.gov

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.1. Develop and present short-range and long-range financial plans, documents, and instruments to facilitate decision-making within the Department, in accordance with constitutional and statutory requirements and deadlines.

 x Analysis

 Cost/benefit analysis conducted

 x Other analysis used

 x Impact on other strategies considered

 x Authorization

 x Authorization exists

 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified

 x Resource needs identified

 x Time Frame

 x Already ongoing

 New, startup date estimated

 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget

 Impact on capital outlay

 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.2. Monitor compliance with agency objectives.

 x Analysis

<u> </u>	Cost/benefit analysis conducted
<u> x </u>	Other analysis used
<u> x </u>	Impact on other strategies considered

 x Authorization

<u> x </u>	Authorization exists
<u> </u>	Authorization needed

 x Organization Capacity

<u> </u>	Needed structural or procedural changes identified
<u> x </u>	Resource needs identified

 x Time Frame

<u> x </u>	Already ongoing
<u> </u>	New, startup date estimated
<u> </u>	Lifetime of strategy identified

 x Fiscal Impact

<u> x </u>	Impact on operating budget
<u> </u>	Impact on capital outlay
<u> x </u>	Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.1.3. Budget Services will submit annual Budget Requests in a timely manner, reflecting the goals and priorities of all DPS agencies.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.2.1. Conduct training on defensive driving, blood borne pathogens, drug-free workplace, and sexual harassment.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.2.2. Pass 100% of the State Loss Prevention Audit.

 x Analysis

<u> </u>	Cost/benefit analysis conducted
<u> x </u>	Other analysis used
<u> x </u>	Impact on other strategies considered

 x Authorization

<u> x </u>	Authorization exists
<u> </u>	Authorization needed

 x Organization Capacity

<u> </u>	Needed structural or procedural changes identified
<u> x </u>	Resource needs identified

 x Time Frame

<u> x </u>	Already ongoing
<u> </u>	New, startup date estimated
<u> </u>	Lifetime of strategy identified

 x Fiscal Impact

<u> x </u>	Impact on operating budget
<u> </u>	Impact on capital outlay
<u> x </u>	Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.3.1. Foster a culture of respect, professionalism, and creative problem solving.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.3.2. Provide strong leadership and mentoring to subordinates to enhance trust and create collaborative opportunities.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.3.3. Maintain a highly trained and competent staff.

 x Analysis

<u> </u>	Cost/benefit analysis conducted
<u> x </u>	Other analysis used
<u> x </u>	Impact on other strategies considered

 x Authorization

<u> x </u>	Authorization exists
<u> </u>	Authorization needed

 x Organization Capacity

<u> </u>	Needed structural or procedural changes identified
<u> x </u>	Resource needs identified

 x Time Frame

<u> x </u>	Already ongoing
<u> </u>	New, startup date estimated
<u> </u>	Lifetime of strategy identified

 x Fiscal Impact

<u> x </u>	Impact on operating budget
<u> </u>	Impact on capital outlay
<u> x </u>	Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.3.4. Ensure equality of workload among staff members.

 x Analysis

<u> </u>	Cost/benefit analysis conducted
<u> x </u>	Other analysis used
<u> x </u>	Impact on other strategies considered

 x Authorization

<u> x </u>	Authorization exists
<u> </u>	Authorization needed

 x Organization Capacity

<u> </u>	Needed structural or procedural changes identified
<u> x </u>	Resource needs identified

 x Time Frame

<u> x </u>	Already ongoing
<u> </u>	New, startup date estimated
<u> </u>	Lifetime of strategy identified

 x Fiscal Impact

<u> x </u>	Impact on operating budget
<u> </u>	Impact on capital outlay
<u> x </u>	Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.4.1. Identify and implement opportunities that will fully utilize electronic funds transfer capability.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.4.2. Receive invoices sent to field offices within two weeks of invoice date and make the disbursement within 30 days.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified

STRATEGY ANALYSIS CHECKLIST

STRATEGY I.4.3. Review and update policies on accounts payable and communicate them to the field offices.

 x Analysis

 Cost/benefit analysis conducted
 x Other analysis used
 x Impact on other strategies considered

 x Authorization

 x Authorization exists
 Authorization needed

 x Organization Capacity

 Needed structural or procedural changes identified
 x Resource needs identified

 x Time Frame

 x Already ongoing
 New, startup date estimated
 Lifetime of strategy identified

 x Fiscal Impact

 x Impact on operating budget
 Impact on capital outlay
 x Means of finance identified